

MEMORANDUM

To: Board of Regents
From: Board Office
Subject: Biennial Governance Report on Faculty Consulting Activities
Date: May 7, 2001

Recommended Actions:

1. Receive the report.
2. Request that the universities continue to review their policies to ensure that they are consistent with the Board's *Procedural Guide*.

Executive Summary:

In accordance with the Board's *Procedural Guide* §6.18, each university is required to submit a biennial governance report on faculty consulting for the two prior academic years. This report reflects the Board's accountability responsibility and relates to areas of interest such as time management, conflicts of interest, discharge of university responsibilities, and professional ethics.

This report addresses the following objectives in the Board's Strategic Plan:

KRA 4.0.0.0 Meet the objectives of the Board and institutional strategic plans and provide effective stewardship of the institutions' state, federal, and private resources.

Objective 4.2.0.0 Improve the operational effectiveness and efficiency of the institutions.

The 1998-2000 biennial report has been expanded to include more details about how consulting activities are monitored and how conflicts of interest are resolved. This analysis resulted from the Board's approval of the Board Office's request in the 1996-1998 biennial report that the Interinstitutional Committee on Educational Coordination review each university's policies on faculty consulting.

During the 1998-2000 biennium, the number of reported full-time faculty who consulted for pay increased at the University of Iowa and the University of Northern Iowa and decreased at Iowa State University. For the three Regent universities, the total number of reported full-time faculty who consulted for pay increased from 2,018 in 1996-1998 to 2,230 (+10.5%) in 1998-2000. The combined average of the three Regent universities was 1,115 full-time faculty members who reported paid consulting

activities during each year of the 1998-2000 biennium; this represents approximately 25% of all full-time faculty at the Regent universities.

The total number of reported days spent in paid consulting by full-time faculty members in the 1998-1999 academic year was 5,737. This number remained basically level during the 1999-2000 academic year with 5,762 reported days of paid consulting by full-time faculty members at the three Regent universities. The total number of days spent consulting during this two-year period increased at SUI (+19.0%) and at UNI (+4.9%) and decreased at ISU (-12.9%).

The average number of days spent consulting per consulting faculty member during this two-year period decreased at all three universities: SUI (-1.0%), ISU (-3.4%), and UNI (-5.5%). The volume of consulting activity can vary from year to year depending on the availability of opportunities.

Background:

Regent university faculty represent a vast pool of talent that is a unique state, national, and international resource. Consulting activities enable faculty to share their expertise outside the university, integrate practical experience into classroom instruction, and contribute to the state's economic development. Each university has established policies on faculty consulting that provide guidelines and safeguards on the amount of time devoted to compensated outside activities, the reporting and monitoring of such activities, and the resolution of potential conflicts of interest. Unpaid professional services that many faculty perform are not included in this report.

Board policy requires reporting only those activities for which faculty received supplemental payment from outside sources. Unpaid consulting is typically regarded as a form of professional service and is not included in this report. Sponsored research activities are generally supervised and managed by the institution and are, therefore, not considered independent faculty consulting activities. The Board's reporting requirements apply only to full-time faculty; this includes all appointments, including tenured, tenure-track, adjunct, clinical, and visiting positions.

In accordance with Board policy, the faculty consulting report is organized in three sections: policy analysis, evaluation, and data.

The complete institutional reports are contained in the Regent Exhibit Book.

Analysis:

Policy Items and Definitions

Board policy directs that the institutions use a common definition of consulting activities. This generally occurs, although there is some difference in the types of

functions that may be included in the universities' reports. Areas of commonality in definitions and policies among the three universities include the following:

- ❑ All three universities have policies that deal with full-time faculty who, during their period of employment, perform outside professional services and receive payment from non-university entities.
- ❑ All three universities have policies that limit or provide guidelines on the amount of time faculty members may spend on such consulting activities.
- ❑ All three universities have policies and procedures for approving, reporting, and monitoring such consulting activities.
- ❑ Policies at all three universities clearly affirm that an employee's professional responsibilities at the university take precedence over any extramural activities, and that outside activities may not unduly interfere with or compromise the fulfillment of those obligations.

Some further elements of institutional policies on consulting are noted below for each university.

University of Iowa

SUI's institutional policy on "outside professional activities" explicitly includes work for a non-university entity or for oneself. Activities that are considered a normal expectation for faculty at a research university do not need to be disclosed. The SUI consulting policy does not apply to the intramural practice of medicine and dentistry under established service plans in the Colleges of Medicine and Dentistry, or to work performed for the Veterans' Administration hospital in Iowa City.

For the purpose of this report, all compensated consulting that was reported by full-time SUI faculty on regular teaching days is included. Time management guidelines in SUI's institutional policy require disclosure for (a) faculty on nine-month appointments whose outside activities exceed a total of three teaching days in a semester or more than two consecutive teaching days in a semester; and (b) faculty on twelve-month appointments whose outside activities exceed a total of nine teaching days in a year or more than two consecutive teaching days over the period of the twelve-month appointment. SUI policy defines teaching days as any Monday through Friday when the university is in session, as well as any scheduled Saturday teaching days for individual faculty. Consulting activity that occurs on university holidays or mid-semester, intersession, and other break periods is excluded from SUI's reporting requirements.

Iowa State University

ISU's policy on consulting activities requires that a staff member may undertake consulting work only after the proposed work has been mutually agreed to by both the staff member and his/her departmental executive officer. ISU has an understanding that faculty consulting activity ordinarily will not exceed two working days per month and will not be concentrated in one or two months of the year. Exceptions to these guidelines are negotiated on an individual basis. Consulting activity that occurs on weekends, evenings, university holidays, or mid-semester, intersession, and other break periods is excluded from ISU's reporting requirements.

Faculty members employed by the Cooperative Extension Service may not consult for pay in Iowa; consulting outside the state is allowed. For faculty in the College of Veterinary Medicine, private veterinary practice within Iowa is not allowed, except in unusual circumstances and then only with prior administrative approval; private practice outside the state is allowed. Compensated advice or assistance to another veterinarian or veterinary practice may be permitted if approved by the departmental executive officer.

University of Northern Iowa

As part of UNI's policy on supplemental income, consulting work is encouraged, especially in the area of a faculty member's professional specialization when it involves sharing of professional knowledge and skills to constituencies beyond the campus. UNI's policy encourages discussion between faculty members and their departmental officers to resolve uncertainties about consulting activities.

UNI policy states that consulting activity should not exceed the equivalent of one day per week while the faculty member is on full-time duty at the university. Unlike policies at ISU and SUI, UNI makes no exclusion for reporting of consulting activities that occur on evenings, weekends, holidays, or break periods during a faculty member's period of appointment.

Evaluation of Faculty Consulting Activities

Consulting enables faculty members to share their expertise with constituencies outside the university, integrate practical experience into classroom instruction, and contribute to the state's economic development through assistance to Iowa's schools, businesses, and industries. Consulting is viewed as a constructive application of faculty expertise that provides benefits to the client, to the consultant, and to the university. Furthermore, consulting activities illustrate that a university's faculty members have knowledge and skills that others outside the institution value and are willing to pay for.

The types of consulting activities that faculty perform vary widely. The following are types of consulting activities:

- Providing advice, analysis, and recommendations to schools, school boards, area education agencies, and community colleges;
- Evaluating new products and reviewing new textbooks and software;
- Rendering authoritative opinions and analysis;
- Developing and administering community health assessments;
- Locating, analyzing, and dating archeological deposits in core sediment samples;
- Leading professional development workshops and training seminars for practitioners in various fields;
- Serving as external reviewers for program and personnel evaluations.

All three universities reported that their institutional policies on faculty consulting generally appear to be working well. They provide appropriate encouragement for faculty to pursue consulting opportunities, while providing guidance to avoid abuses that might interfere with the performance of teaching, research, and service responsibilities at the university. The policy at each of the Regent universities underscores the primary duty of faculty members to their institutional responsibilities.

University of Iowa

The University's Conflict of Interest Policy requires faculty to disclose consulting activities to the Division of Sponsored Programs for activities involving grants or contracts. For non-sponsored program activities, disclosure is made to the DEO, unless the financial interest exceeds \$25,000 or the DEO has a conflict of interest relevant to the activity, in which case disclosure is to the collegiate dean. Activities disclosed to the Division of Sponsored Programs are closely monitored through the use of such forms as the Proposal Summary Form and Statement of Financial Interest. Written disclosure of non-sponsored activities involves a statement of the nature and extent of the activity to assist the DEO or dean to develop a management plan. Management strategies may include rescheduling of work hours or leaves of absence without pay. If the activity cannot be managed and disruption of classes or other responsibilities is unavoidable, the DEO or dean may not approve the activity.

On at least an annual basis, faculty members are required to disclose the total number of days spent on outside professional activities (excluding those exempt from disclosure) that year. The information is forwarded from the DEO to the dean and then to the Office of the Provost. In all cases, faculty members are held responsible for meeting their professional obligations on campus.

Iowa State University

ISU policy requires that employees undertake consulting work only after the DEO has agreed to the proposed work. Consulting activities are authorized by the appropriate

DEO who has a good knowledge of the faculty member's constraints and performance. The DEO is best able to assess the appropriateness and impact of the relationship to the department and individual faculty member. The DEO also reviews the information collected as part of the annual process of reporting on consulting activities. There is an understanding that consulting will not ordinarily exceed an average of two working days per month and will not be concentrated in one or two months of the year.

The disclosure of potential conflicts of interest permits a DEO to determine the need to intervene or mediate. A DEO may choose to rely on the advice of a departmental ad hoc peer review committee to assist in the evaluation. The DEO may also forward the disclosure to the appropriate college dean for review. If the dean believes that no conflict of interest exists, further review is unnecessary. When the dean determines that further review and action is necessary, then the disclosure is forwarded to the provost. The provost will seek advice from a university committee constituted for that purpose. At any point in the process of reviewing disclosures, a DEO, dean, or the provost may conclude that remedial steps should be taken to protect the interests of all parties involved and to limit the negative impact of any unavoidable conflict of interest.

University of Northern Iowa

The University's policy states that the individual faculty member must discharge his/her duties at the University satisfactorily. The University does not discourage consulting work unless the outside work interferes with the staff member's effectiveness in carrying out assignments at the University. It is the responsibility of those in charge of divisions, offices, or departments to judge whether outside work is interfering with their staff members' effectiveness. In general, consulting work should not exceed the equivalent of one day per week while the faculty member is on full-time duty at the University. If difficulty is encountered in distinguishing between services rendered on behalf of the University and for private consultation, the individual faculty member should consult her/his department head. The University does not require formal approval for outside consultation or other off-campus professional activities if they do not interfere with his/her duties as a full-time faculty member as judged by his/her colleagues, department head, academic dean, and provost.

Data on Faculty Consulting Activities

Among all three Regent universities, the total number of full-time faculty members who reported paid consulting activity was 1,067 during 1998-1999 and 1,163 during 1999-2000. During 1998-1999, this represented 24.7% of all full-time faculty at SUI, 23.6% of all full-time faculty at ISU, and 18.1% of all full-time faculty at UNI had paid consulting days. During 1999-2000, 34.6% of all full-time faculty at SUI, 21.1% of all full-time faculty at ISU, and 19.8% of all full-time faculty at UNI had paid consulting days. The average annual number of full-time faculty who reported paid consulting

during the 1998-2000 biennium was 650 at the University of Iowa, 340 at Iowa State University, and 126 at the University of Northern Iowa.

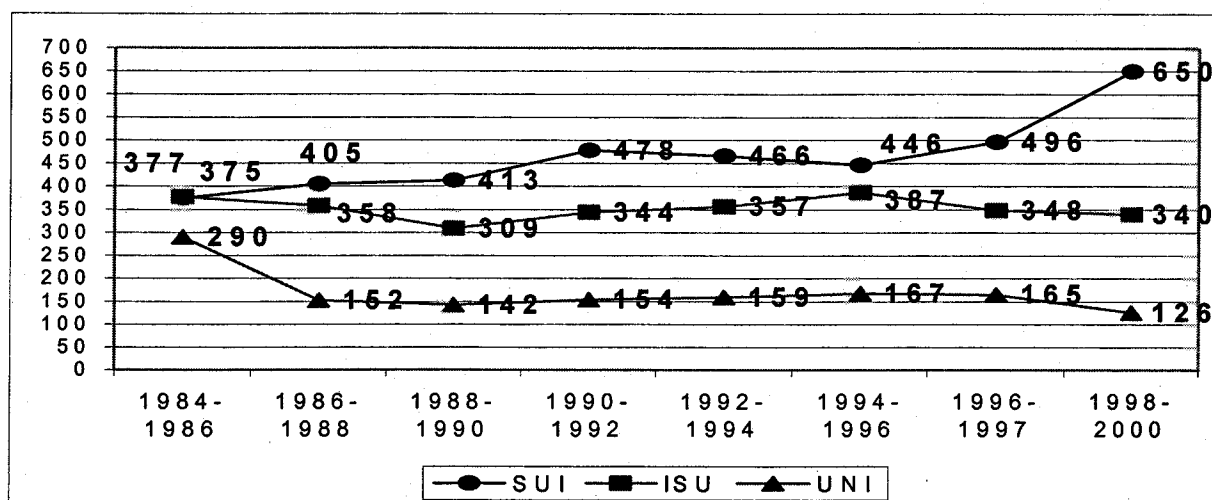
The total number of reported days spent on paid consulting remained essentially level between 1998-1999 (5,737) and 1999-2000 (5,762) for the three Regent universities. However, the average annual number of work days spent consulting by those faculty members who reported such activities decreased at all three Regent universities: at SUI, the average number of consulting days decreased from 3.13 to 3.10 (-1.0%); at ISU, the average number of consulting days decreased from 8.15 to 7.87 (-3.4%); and at UNI, the average number of consulting days decreased from 8.24 to 7.79 (-5.5%).

The average number of faculty who consult and the average number of days spent consulting have fluctuated during the last 14 years, as shown below.

Biennial Averages for Faculty Consulting at Regent Universities

	Average Annual Number of Faculty Reporting Consulting Activity			Average Annual Number of Days Spent Consulting for Those Faculty Reporting Such Activity		
	<u>SUI</u>	<u>ISU</u>	<u>UNI</u>	<u>SUI</u>	<u>ISU</u>	<u>UNI</u>
1984 – 1986	375	377	290	5.3	6.2	4.4
1986 – 1988	405	358	152	4.9	6.5	8.2
1988 – 1990	413	309	142	4.8	6.6	6.0
1990 – 1992	478	344	154	4.2	6.0	7.0
1992 – 1994	466	357	159	4.3	6.8	6.9
1994 – 1996	446	387	167	4.0	7.8	7.1
1996 – 1998	496	348	165	3.7	7.5	6.4
1998 – 2000	650	340	126	3.1	8.0	8.0

BIENNIAL AVERAGES FOR FACULTY CONSULTING AT REGENT UNIVERSITIES



The level of consulting activity varies not only among the Regent institutions but also among colleges within each university. Table 1 on page 12 provides data by collegiate unit for the 1998-1999 academic year. Table 2 on page 13 provides data by collegiate unit for the 1999-2000 academic year.

Brief highlights from the data for each institution are noted below.

University of Iowa

Approximately 25% of SUI's full-time faculty engaged in paid consulting during 1998-1999. This increased to 35% during 1999-2000. The number of faculty who reported such activity increased from 591 in 1998-1999 to 709 (+20.0%) in 1999-2000. During 1998-1999, the College of Law had the highest proportion of full-time faculty who reported paid consulting; 92.6% of the full-time faculty reported paid consulting. During 1999-2000, the College of Business Administration had the highest proportion of full-time faculty who reported consulting; 85.9% of the full-time faculty reported paid consulting.

The total number of days spent on paid consulting increased from 1,848 in 1998-1999 to 2,199 (+19.0%) in 1999-2000. The two largest colleges at SUI - Liberal Arts and Medicine - accounted for the majority of days spent on consulting activities (933.25 in 1998-1999 and 1,098.9 in 1999-2000). During 1998-1999, faculty consultants in the College of Nursing and the Graduate College spent the highest average number of days on such outside activities, 11.1 and 8.2 days, respectively; both numbers were above the mean for the University. During 1999-2000, faculty consultants in the Colleges of Nursing and Dentistry spent the highest average number of days on such outside activities, 12.9 and 8.1 days, respectively; both numbers were above the mean for the University.

SUI's institutional policy on consulting requires disclosure and management of compensated outside professional activities if they exceed a specified commitment of time (3 teaching days per semester for 9-month faculty; 9 teaching days for 12-month faculty; or 2 consecutive teaching days for any faculty) or level of compensation (\$10,000), or if the consultation is for certain specified agencies (e.g., a state agency or another educational institution). Activities that are a normal expectation for faculty at a research institution (e.g., serving as a reviewer or editor, presentation of papers or attendance at a scholarly conference) are exempt from disclosure, as long as the required time commitment does not interfere with the performance of the faculty member's professional obligations. The policy sets no formal upper limit on permitted consulting activity, although there is a widely accepted practice that consulting should not exceed more than one day per week.

Table 3a on page 14 provides data and calculations for 1998-1999 and 1999-2000.

Iowa State University

Approximately 24% of ISU's full-time faculty reported paid consulting during 1998-1999. This decreased to 21% during 1999-2000. The number of faculty who reported such activity decreased from 357 in 1998-1999 to 322 (-9.8%) in 1999-2000. One reason for the decrease can be attributed to a misunderstanding in the reporting criteria during the previous biennium; some faculty reported consulting which was done on the weekends or during the summer months while not in pay status. More than two-thirds of the full-time faculty who reported consulting was in the Colleges of Agriculture (96 in 1998-1999 and 88 in 1999-2000), Engineering (55 in both years), and Liberal Arts and Sciences (102 in 1998-1999 and 76 in 1999-2000).

The total number of days spent on paid consulting decreased from 2,909 in 1998-1999 to 2,535 (-12.9%) in 1999-2000. The highest numbers of consulting days which were reported by the full-time faculty also occurred in the Colleges of Agriculture (886 in 1998-1999 and 658 in 1999-2000), Engineering (588 in 1998-1999 and 561 in 1999-2000), and Liberal Arts and Sciences (623 in 1998-1999 and 478 in 1999-2000). In 1998-1999, the average number of days spent consulting by those faculty members who reported such activity was highest (and above the mean for the University) in the Colleges of Design (14.00) and Engineering (10.69). In 1999-2000, the average number of days spent consulting by those faculty members who reported such activity was highest (and above the mean for the University) in the Colleges of Engineering (10.20), Veterinary Medicine (10.19), and Design (10.00).

ISU policy requires that employees undertake consulting work only after the department executive office (DEO) has agreed to the proposed work. Consulting activities are authorized by the appropriate DEO who has a good knowledge of the faculty member's constraints and performance. The DEO is best able to assess the appropriateness and impact of the relationship to the department and individual faculty member. The DEO also reviews the information collected as part of the annual process of reporting on consulting activities.

Table 3b on page 15 provides data and calculations for 1998-1999 and 1999-2000.

University of Northern Iowa

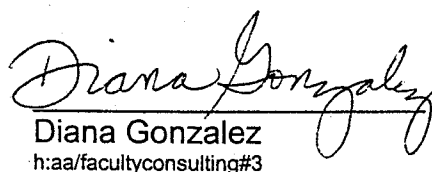
Approximately 18% of UNI's full-time faculty reported paid consulting during 1998-1999. This increased to approximately 20% in 1999-2000. The number of faculty who reported such activity increased from 119 in 1998-1999 to 132 (+10.9%) in 1999-2000. During both years, the largest number of full-time faculty who reported consulting was from the Colleges of Education (35 in 1998-1999 and 45 in 1999-2000) and Humanities and Fine Arts (35 in 1998-1999 and 42 in 1999-2000).

The total number of days spent on paid consulting increased from 980 in 1998-1999 to 1,028 (+4.9%) in 1999-2000. The highest numbers of consulting days which were reported by the full-time faculty occurred in the Colleges of Business Administration (217.50 in 1998-1999 and 224.00 in 1999-2000), Education (357.50 in 1998-1999 and 387.50 in 1999-2000), and Humanities and Fine Arts (159.00 in 1998-1999 and 238.00 in 1999-2000). In 1998-1999, the average number of days spent consulting by those faculty members who reported such activity was highest (and above the mean for the University) in the College of Business Administration (15.54) and Education (10.21). In 1999-2000, the average number of days spent consulting by those faculty who reported such activity was highest (and above the mean for the University) in the Colleges of Business Administration (16.00), Education (8.61) and Natural Sciences (8.34).

In accordance with the basic missions of instruction, research, and service, consultation work is encouraged, especially in the area of the faculty member's professional specialization, and involving the sharing of his/her professional knowledge and skills with the community beyond the campus. If difficulty is encountered in distinguishing between services rendered on behalf of the university and for private consultation, the individual faculty member should consult his/her department head.

Table 3c on page 16 provides data and calculations for 1998-1999 and 1999-2000.

On page 17, there is a two-year comparison of data by department and, on page 18, there are faculty consulting trends for a six-year period. The tables on pages 19-34 provide faculty consulting data by department for each Regent university. The graphs on pages 37-42 provide a comparison of the number of full-time faculty who reported consulting to the total number of full-time faculty by department for each Regent university.


Diana Gonzalez
h:aa/facultyconsulting#3

Approved:


Frank J. Stork

TABLE OF CONTENTS

	Page
Table 1 Faculty Consulting by College, 1998-1999	12
Table 2 Faculty Consulting by College, 1999-2000	13
Table 3a Two-Year Comparison by College – SUI	14
Table 3b Two-Year Comparison by College – ISU	15
Table 3c Two-Year Comparison by College – UNI	16
Table 4 Two-Year Comparisons	17
Table 5 Faculty Consulting Trends	18
Table 6 Faculty Consulting Report for 1998-1999 – SUI	19
Table 7 Faculty Consulting Report for 1999-2000 – SUI	23
Table 8 Faculty Consulting Report for 1998-1999 – ISU	27
Table 9 Faculty Consulting Report for 1999-2000 – ISU	30
Table 10 Faculty Consulting Report for 1998-1999 – UNI	33
Table 11 Faculty Consulting Report for 1999-2000 – UNI	35
Graph 1 FT Faculty Reporting Consulting for 1998-1999 – SUI	37
Graph 2 FT Faculty Reporting Consulting for 1999-2000 – SUI	38
Graph 3 FT Faculty Reporting Consulting for 1998-1999 – ISU	39
Graph 4 FT Faculty Reporting Consulting for 1999-2000 – ISU	40
Graph 5 FT Faculty Reporting Consulting for 1998-1999 – UNI	41
Graph 6 FT Faculty Reporting Consulting for 1999-2000 – UNI	42

TABLE 1
FACULTY CONSULTING ACTIVITIES DISTRIBUTION BY INSTITUTION BY COLLEGE
1998-1999

G.D. 12
Page 12

	Total number of full-time faculty*	Number of full-time faculty who reported consulting	Percent of consultants among full-time faculty	Total number of days spent consulting	Average number of days per consulting faculty member
UNIVERSITY OF IOWA					
Business Administration	99	31	31.31%	191.75	6.19
Dentistry	90	37	41.11%	50.50	1.36
Education	127	29	22.83%	172.50	5.95
Engineering	88	17	19.32%	125.00	7.35
Law	54	50	92.59%	175.10	3.50
Liberal Arts	806	92	11.41%	425.75	4.63
Medicine	817	296	36.23%	507.50	1.71
Nursing	189	8	4.23%	89.00	11.13
Pharmacy	111	26	23.42%	70.00	2.69
Graduate	9	5	55.56%	41.00	8.20
SUI TOTAL	2,390	591	24.73%	1,848.10	3.13
IOWA STATE UNIVERSITY					
Agriculture	294	96	32.65%	886.00	9.23
Business	65	17	26.15%	142.00	8.35
Design	90	9	10.00%	126.00	14.00
Education	91	36	39.56%	262.00	7.28
Engineering	203	55	27.09%	588.00	10.69
Family and Consumer Sciences	76	13	17.11%	64.00	4.92
Liberal Arts and Sciences	563	102	18.12%	623.00	6.11
Veterinary Medicine	89	29	32.58%	218.00	7.52
Library	40	0	0.00%	0.00	0.00
ISU TOTAL	1,511	357	23.63%	2,909.00	8.15
UNIVERSITY OF NORTHERN IOWA					
Business Administration	67	14	20.90%	217.50	15.54
Education	199	35	17.59%	357.50	10.21
Humanities and Fine Arts	159	35	22.01%	159.00	4.54
Natural Sciences	109	12	11.01%	87.50	7.29
Social and Behavioral Sciences	101	19	18.81%	148.50	7.82
Library	13	4	30.77%	10.00	2.50
Information Technology Services	2	0	0.00%	0.00	0.00
Other	6	0	0.00%	0.00	0.00
UNI TOTAL	656	119	18.14%	980.00	8.24
REGENT TOTAL	4,557	1,067	23.41%	5,737.10	5.38

*From December 1998 Tenure Report. Includes all full-time faculty appointments (tenured, tenure-track, adjunct and clinical).

TABLE 2
FACULTY CONSULTING ACTIVITIES DISTRIBUTION BY INSTITUTION AND COLLEGE
1999-2000

G.D. 12
Page 13

	Total number of full-time faculty*	Number of full-time faculty who reported consulting	Percent of consultants among full-time faculty	Total number of days spent consulting	Average number of days per consulting faculty member
UNIVERSITY OF IOWA					
Business Administration	92	79	85.87%	232.75	2.95
Dentistry	90	13	14.44%	105.00	8.08
Education	105	29	27.62%	143.00	4.93
Engineering	85	17	20.00%	103.00	6.06
Law	49	35	71.43%	87.00	2.49
Liberal Arts	719	89	12.38%	501.40	5.63
Medicine	720	370	51.39%	597.50	1.61
Nursing	60	17	28.33%	219.00	12.88
Pharmacy	64	25	39.06%	116.00	4.64
Public Health	48	33	68.75%	90.00	2.73
Graduate	15	2	13.33%	4.00	2.00
SUI TOTAL	2,047	709	34.64%	2,198.65	3.10
IOWA STATE UNIVERSITY					
Agriculture	289	88	30.45%	658.00	7.48
Business	69	16	23.19%	147.00	9.19
Design	98	11	11.22%	110.00	10.00
Education	88	37	42.05%	241.00	6.51
Engineering	211	55	26.07%	561.00	10.20
Family and Consumer Sciences	79	11	13.92%	63.00	5.73
Liberal Arts and Sciences	565	76	13.45%	478.00	6.29
Veterinary Medicine	89	27	30.34%	275.00	10.19
Library	41	1	2.44%	2.00	2.00
ISU TOTAL	1,529	322	21.06%	2,535.00	7.87
UNIVERSITY OF NORTHERN IOWA					
Business Administration	63	14	22.22%	224.00	16.00
Education	207	45	21.74%	387.50	8.61
Humanities and Fine Arts	161	42	26.09%	238.00	5.67
Natural Sciences	112	8	7.14%	66.75	8.34
Social and Behavioral Sciences	106	21	19.81%	111.00	5.29
Library	15	2	13.33%	1.00	0.50
Information Technology Services	0	0	0.00%	0.00	0.00
Other	4	0	0.00%	0.00	0.00
UNI TOTAL	668	132	19.76%	1,028.25	7.79
REGENT TOTAL	4,244	1,163	27.40%	5,761.90	4.95

*From December 1999 Tenure Report. Includes all full-time faculty appointments (tenured, tenure-track, adjunct and clinical).

TABLE 3a
COMPARISON OF FACULTY CONSULTING ACTIVITIES BY COLLEGE
UNIVERSITY OF IOWA
1998-1999 to 1999-2000

	1998-1999			1999-2000		
	Percent of consultants among full-time faculty	Total number of days spent consulting	Average number of days per consulting faculty member	Percent of consultants among full-time faculty	Total number of days spent consulting	Average number of days per consulting faculty member
Business Administration	31.31%	191.75	6.19	85.87%	232.75	2.95
Dentistry	41.11%	50.50	1.36	14.44%	105.00	8.08
Education	22.83%	172.50	5.95	27.62%	143.00	4.93
Engineering	19.32%	125.00	7.35	20.00%	103.00	6.06
Law	92.59%	175.10	3.50	71.43%	87.00	2.49
Liberal Arts	11.41%	425.75	4.63	12.38%	501.40	5.63
Medicine	36.23%	507.50	1.71	51.39%	597.50	1.61
Nursing	4.23%	89.00	11.13	28.33%	219.00	12.88
Pharmacy	23.42%	70.00	2.69	39.06%	116.00	4.64
Public Health	NA	NA	NA	68.75%	90.00	2.73
Graduate	55.56%	41.00	8.20	13.33%	4.00	2.00
SUI TOTAL	24.73%	1,848.10	3.13	34.64%	2,198.65	3.10

*From December 1998 & 1999 Tenure Reports. Includes all full-time faculty appointments (tenured, tenure-track, adjunct and clinical).

TABLE 3b
COMPARISON OF FACULTY CONSULTING ACTIVITIES BY COLLEGE
IOWA STATE UNIVERSITY
1998-1999 to 1999-2000

	1998-1999			1999-2000		
	Percent of consultants among full-time faculty	Total number of days spent consulting	Average number of days per consulting faculty member	Percent of consultants among full-time faculty	Total number of days spent consulting	Average number of days per consulting faculty member
Agriculture	32.65%	886.00	9.23	30.45%	658.00	7.48
Business	26.15%	142.00	8.35	23.19%	147.00	9.19
Design	10.00%	126.00	14.00	11.22%	110.00	10.00
Education	39.56%	262.00	7.28	42.05%	241.00	6.51
Engineering	27.09%	588.00	10.69	26.07%	561.00	10.20
Family and Consumer Sciences	17.11%	64.00	4.92	13.92%	63.00	5.73
Liberal Arts and Sciences	18.12%	623.00	6.11	13.45%	478.00	6.29
Veterinary Medicine	32.58%	218.00	7.52	30.34%	275.00	10.19
Library	0.00%	0.00	0.00	2.44%	2.00	2.00
ISU TOTAL	23.63%	2,909.00	8.15	21.06%	2,535.00	7.87

*From December 1998 and 1999 Tenure Reports. Includes all full-time faculty appointments (tenured, tenure-track, adjunct and clinical).

TABLE 3c
COMPARISON OF FACULTY CONSULTING ACTIVITIES BY COLLEGE
UNIVERSITY OF NORTHERN IOWA
1998-1999 to 1999-2000

	1998-1999			1999-2000		
	Percent of consultants among full-time faculty	Total number of days spent consulting	Average number of days per consulting faculty member	Percent of consultants among full-time faculty	Total number of days spent consulting	Average number of days per consulting faculty member
Business Administration	20.90%	217.50	15.54	22.22%	224.00	16.00
Education	17.59%	357.50	10.21	21.74%	387.50	8.61
Humanities and Fine Arts	22.01%	159.00	4.54	26.09%	238.00	5.67
Natural Sciences	11.01%	87.50	7.29	7.14%	66.75	8.34
Social and Behavioral Sciences	18.81%	148.50	7.82	19.81%	111.00	5.29
Library	30.77%	10.00	2.50	13.33%	1.00	0.50
Information Technology Services	0.00%	0.00	0.00	0.00%	0.00	0.00
Other	0.00%	0.00	0.00	0.00%	0.00	0.00
UNI TOTAL	18.14%	980.00	8.24	19.76%	1,028.25	7.79

*From December 1998 and 1999 Tenure Reports. Includes all full-time faculty appointments (tenured, tenure-track, adjunct and clinical).

TABLE 4
TWO YEAR COMPARISONS BY DEPARTMENT

UNIVERSITY OF IOWA	1998-1999	1999-2000
Number of departments	96	96
Number of departments that had 0 faculty reporting consulting	21 (21.9%)	22 (22.9%)
Mean of full-time faculty reporting consulting by department	6.2	7.4
Median of full-time faculty reporting consulting by department	3.0	2.0
Range of full-time faculty reporting consulting by department	0 – 50	0 - 169
Department where highest number of faculty reported consulting	Law	Int. Med.
Number of departments that had 0 days of consulting	21 (21.9%)	22 (22.9%)
Mean of consulting days by department	19.3	22.9
Median of consulting days by department	8.0	12.0
Range of consulting days by department	0 – 175.1	0 – 219.0
Department where faculty had highest number of consulting days	Law	Nursing

IOWA STATE UNIVERSITY	1998-1999	1999-2000
Number of departments	68	68
Number of departments that had 0 faculty reporting consulting	4 (5.9%)	9 (13.2%)
Mean of full-time faculty reporting consulting by department	5.3	4.7
Median of full-time faculty reporting consulting by department	4.0	3.0
Range of full-time faculty reporting consulting by department	0 – 21	0 – 21
Department where highest number of faculty reported consulting	Ed. Lead. Econ. Ag	Ed. Lead.
Number of departments that had 0 days of consulting	4 (5.9%)	9 (13.2%)
Mean of consulting days by department	42.8	37.3
Median of consulting days by department	23.5	17.0
Range of consulting days by department	0 – 302.0	0 – 237.0
Department where faculty had highest number of consulting days	Econ. – Ag	Econ. – Ag

UNIVERSITY OF NORTHERN IOWA	1998-1999	1999-2000
Number of departments	41	41
Number of departments that had 0 faculty reporting consulting	10 (24.4%)	12 (29.3%)
Mean of full-time faculty reporting consulting by department	2.9	3.2
Median of full-time faculty reporting consulting by department	2.0	2.0
Range of full-time faculty reporting consulting by department	0 – 11.0	0 – 13.0
Department where highest number of faculty reported consulting	Art	Music Curr. & Ins.
Number of departments that had 0 days of consulting	10 (24.4%)	12 (29.3%)
Mean of consulting days by department	23.9	25.1
Median of consulting days by department	18.0	11.0
Range of consulting days by department	0 – 152.0	0 – 150.0
Department where faculty had highest number of consulting days	Accounting	Accounting

TABLE 5
FACULTY CONSULTING TRENDS

UNIVERSITY OF IOWA		1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000
# Full-Time Faculty		2,419	2,404	2,304	2,379	2,390	2,047
# Full-Time Faculty Reporting Consulting		477	414	473	519	591	709
Percent of Full-Time Faculty Consultants		19.72%	17.22%	20.53%	21.82%	24.73%	34.64%
# Days Spent Consulting		1,744.00	1,769.50	1,841.70	1,814.90	1,848.10	2,198.65
Avg. # of Days per Full-Time Faculty Consultants		3.66	4.27	3.89	3.50	3.13	3.10
IOWA STATE UNIVERSITY		1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000
# Full-Time Faculty		1,575	1,560	1,548	1,525	1,511	1,529
# Full-Time Faculty Reporting Consulting		398	375	326	370	357	322
Percent of Full-Time Faculty Consultants		25.27%	24.04%	21.06%	24.26%	23.63%	21.06%
# Days Spent Consulting		3,531.73	2,489.19	1,954.67	3,294.60	2,909.00	2,535.00
Avg. # of Days per Full-Time Faculty Consultants		8.87	6.64	6.00	8.90	8.15	7.87
UNIVERSITY OF NORTHERN IOWA		1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000
# Full-Time Faculty		533	539	643	644	656	668
# Full-Time Faculty Reporting Consulting		160	174	162	168	119	132
Percent of Full-Time Faculty Consultants		30.02%	32.28%	25.19%	26.09%	18.14%	19.76%
# Days Spent Consulting		1,206.10	1,168.35	1,007.00	1,110.00	980.00	1,028.25
Avg. # of Days per Full-Time Faculty Consultants		7.54	6.71	6.22	6.61	8.24	7.79
REGENT TOTAL		1994-1995	1995-1996	1996-1997	1997-1998	1998-1999	1999-2000
# Full-Time Faculty		4,527	4,503	4,495	4,548	4,557	4,244
# Full-Time Faculty Reporting Consulting		1,035	963	961	1,057	1,067	1,163
Percent of Full-Time Faculty Consultants		22.86%	21.39%	21.38%	23.24%	23.41%	27.40%
# Days Spent Consulting		6,481.83	5,427.04	4,803.37	6,219.50	5,737.10	5,761.90
Avg. # of Days per Full-Time Faculty Consultants		6.26	5.64	5.00	5.88	5.38	4.95

TABLE 6
FACULTY CONSULTING ACTIVITIES REPORT FOR 1998-1999
UNIVERSITY OF IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF LIBERAL ARTS			
African-American World Studies	3	0	0.00
American Studies	4	0	0.00
Anthropology	23	1	5.00
Art and Art History	42	4	29.00
Asian Languages and Literature	12	4	6.00
Biological Sciences	39	2	2.50
Center for the Book	0	0	0.00
Chemistry	27	7	16.50
Classics	8	0	0.00
Communication Studies	16	0	0.00
Comparative Literature	2	3	3.50
Computer Science	16	4	25.00
Creative Writing	1	3	8.00
Dance	10	3	35.00
English	61	3	3.25
Exercise Science	8	0	0.00
French and Italian	13	0	0.00
Geography	18	2	14.00
Geology	17	1	5.00
German	9	1	2.00
History	32	3	11.00
International Writing	1	0	0.00
Journalism and Mass Communication	17	1	10.00
Library and Information Science	10	1	1.00
Linguistics	15	1	1.00
Literature, Science, and the Arts	2	0	0.00
Mathematics	49	5	9.00
Museum of Natural History	2	0	0.00
Music	48	10	46.00
Philosophy	10	1	2.50
Physics and Astronomy	34	1	2.00
Political Science	22	1	3.00
Psychology	37	3	15.00
Religion	13	1	6.00
Rhetoric	12	1	4.00
Russian	7	0	0.00
Social Work	26	4	13.00

TABLE 6
FACULTY CONSULTING ACTIVITIES REPORT FOR 1998-1999
UNIVERSITY OF IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF LIBERAL ARTS (cont'd)			
Sociology	20	4	26.00
Spanish and Portuguese	25	2	8.00
Speech Pathology and Audiology	29	5	41.00
Sport, Health, Leisure, & Physical Education	32	2	4.50
Statistics and Actuarial Science	16	3	7.00
Theatre Arts	15	5	61.00
Women's Studies	3	0	0.00
College Total	806	92	425.75
COLLEGE OF BUS. ADMINISTRATION			
Accounting	18	2	27.50
Economics	25	7	54.50
Finance	16	5	25.00
Management and Organization	14	9	37.75
Management Sciences	16	3	23.50
Marketing	10	5	23.50
College Total	99	31	191.75
COLLEGE OF DENTISTRY			
Endodontics	5	0	0.00
Family Dentistry	10	0	0.00
Operative Dentistry	9	9	14.50
Oral Pathology, Radiology, & Medicine	14	0	0.00
Oral and Maxillofacial Surgery	8	13	3.00
Orthodontics	5	0	0.00
Pediatric Dentistry	9	8	25.00
Periodontics	5	0	0.00
Preventive and Community Dentistry	14	6	4.00
Prosthodontics	11	1	4.00
College Total	90	37	50.50

TABLE 6
FACULTY CONSULTING ACTIVITIES REPORT FOR 1998-1999
UNIVERSITY OF IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF EDUCATION			
Counseling, Rehab. & Student Development	18	2	10.00
Curriculum and Instruction	51	11	59.50
Planning, Policy, & Leadership Studies	18	8	69.00
Psychological & Quantitative Foundations	40	8	34.00
College Total	127	29	172.50
COLLEGE OF ENGINEERING			
Biomedical Engineering	8	2	20.00
Chemical and Biochemical Engineering	7	2	16.00
Civil and Environmental Engineering	29	11	83.00
Electrical and Computer Engineering	16	1	3.00
Industrial Engineering	7	1	3.00
Mechanical Engineering	21	0	0.00
College Total	88	17	125.00
COLLEGE OF LAW			
College Total	54	50	175.10
COLLEGE OF MEDICINE			
Anatomy and Cell Biology	20	0	0.00
Anesthesiology	49	31	7.00
Biochemistry	21	4	13.00
Dermatology	10	9	6.00
Family Medicine	25	2	12.00
Internal Medicine	166	33	121.00
Microbiology	22	19	27.00
Neurology	26	3	16.00
Obstetrics and Gynecology	23	16	15.50
Ophthalmology and Visual Sciences	26	0	0.00
Orthopaedic Surgery	19	17	14.00
Otolaryngology	11	2	13.00
Pathology	56	33	73.50

TABLE 6
FACULTY CONSULTING ACTIVITIES REPORT FOR 1998-1999
UNIVERSITY OF IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF MEDICINE (cont'd)			
Pediatrics	78	43	32.00
Pharmacology	16	14	6.00
Physical Therapy	16	8	12.00
Physician Assistant	3	3	2.00
Physiology and Biophysics	16	1	1.00
Preventive Medicine & Environ. Health	57	30	54.00
Psychiatry	41	7	23.00
Radiology	61	12	29.00
Surgery	46	9	30.50
Urology	9	0	0.00
College Total	817	296	507.50
COLLEGE OF NURSING			
College Total	189	8	89.00
COLLEGE OF PHARMACY			
College Total	111	26	70.00
GRADUATE COLLEGE			
Urban and Regional Planning	9	5	41.00
College Total	9	5	41.00
UNIVERSITY TOTAL	2,390	591	1,848.10

TABLE 7
FACULTY CONSULTING ACTIVITIES REPORT FOR 1999-2000
UNIVERSITY OF IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF LIBERAL ARTS			
African-American World Studies	2	0	0.00
American Studies	2	0	0.00
Anthropology	14	0	0.00
Art and Art History	37	10	34.00
Asian Languages and Literature	13	3	19.00
Biological Sciences	34	1	1.50
Chemistry	27	4	22.00
Classics	7	0	0.00
Communication Studies	15	0	0.00
Cinema and Comparative Literature	7	1	2.00
Computer Science	16	3	36.00
Creative Writing	1	1	4.00
Dance	8	3	23.00
English	61	5	9.00
Exercise Science	6	0	0.00
French and Italian	14	1	1.00
Geography	13	2	17.00
Geoscience	15	1	6.00
German	9	0	0.00
Health, Leisure, and Sport Studies	16	2	9.00
History	32	7	23.00
International Writing	1	0	0.00
Journalism and Mass Communication	15	2	12.00
Linguistics	8	0	0.00
Literature, Science, and the Arts	0	0	0.00
Mathematics	49	2	3.00
Museum Studies	1	0	0.00
Music	49	18	116.00
Philosophy	11	0	0.00
Physics and Astronomy	35	2	1.40
Political Science	23	1	3.00
Psychology	32	0	0.00
Religion	13	2	5.00
Rhetoric	12	1	2.00
Russian	6	2	20.00
Social Work	18	2	34.00
Sociology	17	1	2.00
Spanish and Portuguese	26	0	0.00
Speech Pathology and Audiology	20	7	25.50

TABLE 7
FACULTY CONSULTING ACTIVITIES REPORT FOR 1999-2000
UNIVERSITY OF IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF LIBERAL ARTS (cont'd)			
Statistics and Actuarial Science	17	1	3.00
Theatre Arts	15	4	68.00
Women's Studies	2	0	0.00
College Total	719	89	501.40
COLLEGE OF BUS. ADMINISTRATION			
Accounting	16	10	35.75
Economics	23	19	60.25
Finance	17	15	39.00
Management and Organization	12	12	41.75
Management Sciences	14	13	27.50
Marketing	10	10	28.50
College Total	92	79	232.75
COLLEGE OF DENTISTRY			
Endodontics	5	1	6.00
Family Dentistry	9	0	0.00
Operative Dentistry	10	4	33.00
Oral Pathology, Radiology, & Medicine	16	2	7.00
Oral and Maxillofacial Surgery	9	0	0.00
Orthodontics	5	0	0.00
Pediatric Dentistry	9	2	42.00
Periodontics	6	0	0.00
Preventive and Community Dentistry	11	2	3.00
Prosthodontics	10	2	14.00
College Total	90	13	105.00
COLLEGE OF EDUCATION			
Counseling, Rehab. & Student Development	16	4	27.00
Curriculum and Instruction	45	11	31.00
Planning, Policy, & Leadership Studies	18	8	50.00
Psychological & Quantitative Foundations	26	6	35.00
College Total	105	29	143.00

TABLE 7
FACULTY CONSULTING ACTIVITIES REPORT FOR 1999-2000
UNIVERSITY OF IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF ENGINEERING			
Biomedical Engineering	9	2	19.00
Chemical and Biochemical Engineering	6	3	12.00
Civil and Environmental Engineering	26	8	45.00
Electrical and Computer Engineering	19	0	0.00
Industrial Engineering	8	3	19.00
Mechanical Engineering	17	1	8.00
College Total	85	17	103.00
COLLEGE OF LAW			
College Total	49	35	87.00
COLLEGE OF MEDICINE			
Anatomy and Cell Biology	23	20	24.00
Anesthesia	46	46	29.00
Biochemistry	21	5	19.00
Dermatology	8	8	4.00
Family Medicine	23	6	21.50
Internal Medicine	166	169	114.50
Microbiology	22	22	35.00
Neurology	26	3	49.00
Obstetrics and Gynecology	26	5	14.00
Ophthalmology and Visual Sciences	25	0	0.00
Orthopaedic Surgery	18	17	25.00
Otolaryngology - Head and Neck Surgery	12	4	9.00
Pathology	45	8	47.00
Pediatrics	70	4	9.00
Pharmacology	14	1	8.00
Physical Therapy	7	6	6.00
Physician Assistant Program	3	2	9.00
Physiology and Biophysics	15	2	9.00
Psychiatry	42	13	42.50
Radiology	50	15	65.00
Surgery	48	11	36.00
Urology	10	3	22.00
College Total	720	370	597.50

TABLE 7
FACULTY CONSULTING ACTIVITIES REPORT FOR 1999-2000
UNIVERSITY OF IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF NURSING			
College Total	60	17	219.00
COLLEGE OF PHARMACY			
College Total	64	25	116.00
COLLEGE OF PUBLIC HEALTH			
College Total	48	33	90.00
GRADUATE COLLEGE			
Urban and Regional Planning	8	2	4.00
Library and Information Science	7	0	0.00
College Total	15	2	4.00
UNIVERSITY TOTAL	2,047	709	2,198.65

*From December 1999 Tenure Report. The number includes all full-time faculty appointments - tenured, tenure-track, and faculty not on tenure track (adjunct, clinical, etc.).

TABLE 8
FACULTY CONSULTING ACTIVITIES REPORT FOR 1998-1999
IOWA STATE UNIVERSITY

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF AGRICULTURE			
Agricultural & Biosystems Engineering	22	8	82.00
Agricultural Education and Studies	12	3	8.00
Agronomy	49	13	87.00
Animal Ecology	12	3	54.00
Animal Science	55	15	93.00
Biochemistry and Biophysics - Ag	7	3	20.00
Economics - Ag	35	21	302.00
Entomology	16	6	70.00
Food Science and Human Nutrition - Ag	11	6	42.00
Forestry	12	0	0.00
Horticulture	17	6	31.00
Microbiology	7	3	48.00
Plant Pathology	15	3	15.00
Sociology - Ag	17	4	28.00
Zoology and Genetics - Ag	7	2	6.00
College Total	294	96	886.00
COLLEGE OF BUSINESS			
Accounting	17	4	61.00
Finance	10	2	7.00
Logistics Operations & Mgmt. Info. Systems	16	5	15.00
Management	12	1	7.00
Marketing	10	5	52.00
College Total	65	17	142.00
COLLEGE OF DESIGN			
Architecture	31	4	100.00
Art and Design	36	1	3.00
Community and Regional Planning	10	2	10.00
Landscape Architecture	13	2	13.00
College Total	90	9	126.00

TABLE 8
FACULTY CONSULTING ACTIVITIES REPORT FOR 1998-1999
IOWA STATE UNIVERSITY

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF EDUCATION			
Curriculum and Instruction	35	8	56.00
Educational Leadership & Policy Studies	25	21	176.00
Health and Human Performance	23	3	9.00
Industrial Education and Technology	8	4	21.00
College Total	91	36	262.00
COLLEGE OF ENGINEERING			
Aerospace Eng. & Engr. Mechanics	41	8	90.00
Agricultural & Biosystems Engineering	2	0	0.00
Chemical Engineering	15	3	23.00
Civil and Construction Engineering	34	15	149.00
Electrical and Computer Engineering	43	14	208.00
Engineering Administration	1	0	0.00
Industrial & Manufacturing Systems Engr.	16	2	10.00
Materials Science and Engineering	21	7	55.00
Mechanical Engineering	30	6	53.00
College Total	203	55	588.00
COLLEGE OF FAMILY & CON. SCIENCES			
Fam. & Consumer Science Ed. & Studies	7	1	3.00
Food Science & Human Nutrition - FCS	16	3	21.00
Hotel, Restaurant, Inst. Mgmt.	5	1	1.00
Human Development and Family Studies	35	6	33.00
Textiles and Clothing	13	2	6.00
College Total	76	13	64.00
COLLEGE OF LIB. ARTS & SCIENCES			
Anthropology	7	8	14.00
Biochemistry and Biophysics - LAS	11	3	20.00
Botany	19	2	10.00
Chemistry	31	6	30.00
Computer Science	19	2	25.00

TABLE 8
FACULTY CONSULTING ACTIVITIES REPORT FOR 1998-1999
IOWA STATE UNIVERSITY

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF LIB. ARTS & SCI. (cont'd)			
Economics - LAS	17	5	40.00
English	90	7	37.00
Foreign Languages and Literatures	38	3	20.00
Geological and Atmospheric Sciences	15	1	2.00
Greenlee School of Journalism/Comm.	21	4	17.00
History	21	1	1.00
Mathematics	54	6	38.00
Music	31	11	6.00
Philosophy and Religious Studies	20	2	41.00
Physics and Astronomy	48	4	45.00
Political Science	19	7	73.00
Psychology	23	6	80.00
Sociology - LAS	22	2	20.00
Statistics	32	18	80.00
Zoology and Genetics - LAS	25	4	24.00
College Total	563	102	623.00
COLLEGE OF VETERINARY MEDICINE			
Biomedical Sciences	15	1	2.00
Vet. Diagnostic & Production Animal Med.	23	12	80.00
Vet. Microbiology & Preventive Medicine	16	4	18.00
Veterinary Clinical Sciences	23	9	112.00
Veterinary Pathology	12	3	6.00
College Total	89	29	218.00
LIBRARY	40	0	0.00
UNIVERSITY TOTAL	1,511	357	2,909.00

*From December 1998 Tenure Report. The number includes all full-time faculty appointments - tenured, tenure-track, and faculty not on tenure track (adjunct, clinical, etc.).

TABLE 9
FACULTY CONSULTING ACTIVITIES REPORT FOR 1999-2000
IOWA STATE UNIVERSITY

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF AGRICULTURE			
Agricultural & Biosystems Engineering	26	9	96.00
Agricultural Education and Studies	12	6	30.00
Agronomy	43	10	54.00
Animal Ecology	11	3	9.00
Animal Science	50	12	99.00
Biochem., Biophysics, & Molecular Biol. - Ag	7	0	0.00
Economics - Ag	32	17	237.00
Entomology	16	6	27.00
Food Science and Human Nutrition - Ag	12	7	24.00
Forestry	12	0	0.00
Horticulture	18	2	10.00
Microbiology	8	3	22.00
Plant Pathology	14	7	17.00
Sociology - Ag	19	5	31.00
Zoology and Genetics - Ag	9	1	2.00
College Total	289	88	658.00
COLLEGE OF BUSINESS			
Accounting	17	4	94.00
Finance	11	3	15.00
Logistics Operations & Mgmt. Info. Systems	18	1	6.00
Management	13	1	4.00
Marketing	10	7	28.00
College Total	69	16	147.00
COLLEGE OF DESIGN			
Architecture	32	3	77.00
Art and Design	42	5	17.00
Community and Regional Planning	11	2	6.00
Landscape Architecture	13	1	10.00
College Total	98	11	110.00

TABLE 9
FACULTY CONSULTING ACTIVITIES REPORT FOR 1999-2000
IOWA STATE UNIVERSITY

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF EDUCATION			
Curriculum and Instruction	34	11	77.00
Educational Leadership & Policy Studies	25	21	138.00
Health and Human Performance	19	3	16.00
Industrial Education and Technology	10	2	10.00
College Total	88	37	241.00
COLLEGE OF ENGINEERING			
Aerospace Eng. & Engr. Mechanics	37	9	131.00
Agricultural & Biosystems Engineering	2	0	0.00
Chemical Engineering	17	3	8.00
Civil and Construction Engineering	33	11	103.00
Electrical and Computer Engineering	52	14	192.00
Engineering Administration	1	0	0.00
Industrial & Manufacturing Systems Engr.	17	4	30.00
Materials Science and Engineering	22	8	37.00
Mechanical Engineering	30	6	60.00
College Total	211	55	561.00
COLLEGE OF FAMILY & CON. SCIENCES			
Fam. & Consumer Science Ed. & Studies	5	0	0.00
Food Science & Human Nutrition - FCS	17	4	34.00
Hotel, Restaurant, Inst. Mgmt.	7	1	3.00
Human Development and Family Studies	37	4	19.00
Textiles and Clothing	13	2	7.00
College Total	79	11	63.00
COLLEGE OF LIBERAL ARTS & SCIENCES			
Anthropology	8	0	0.00
Biochem., Biophysics, & Molecular Bio. - LAS	11	1	3.00
Botany	19	5	29.00
Chemistry	32	9	27.00
Computer Science	20	1	4.00
Economics - LAS	19	2	32.00

TABLE 9
FACULTY CONSULTING ACTIVITIES REPORT FOR 1999-2000
IOWA STATE UNIVERSITY

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF LIB. ARTS & SCI. (cont'd)			
English	90	7	50.00
Foreign Languages and Literatures	38	1	5.00
Geological and Atmospheric Sciences	15	1	1.00
Greenlee School of Journalism/Comm.	22	4	17.00
History	18	0	0.00
Mathematics	55	0	0.00
Music	32	13	76.00
Philosophy and Religious Studies	23	0	0.00
Physics and Astronomy	45	5	33.00
Political Science	21	2	4.00
Psychology	22	10	130.00
Sociology - LAS	23	1	8.00
Statistics	30	13	57.00
Zoology and Genetics - LAS	22	1	2.00
College Total	565	76	478.00
COLLEGE OF VETERINARY MEDICINE			
Biomedical Sciences	12	1	6.00
Vet. Diagnostic & Production Animal Med.	24	13	176.00
Vet. Microbiology & Preventive Medicine	16	2	29.00
Veterinary Clinical Sciences	26	10	62.00
Veterinary Pathology	11	1	2.00
College Total	89	27	275.00
LIBRARY	41	1	2.00
UNIVERSITY TOTAL	1,529	322	2,535.00

*From December 1999 Tenure Report. The number includes all full-time faculty appointments - tenured, tenure-track, and faculty not on tenure track (adjunct, clinical, etc.).

TABLE 10
FACULTY CONSULTING ACTIVITIES REPORT FOR 1998-1999
UNIVERSITY OF NORTHERN IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF BUS. ADMINISTRATION			
Accounting	14	4	152.00
Economics - Ag	14	3	8.00
Finance	8	2	29.00
Management	23	2	25.00
Marketing	8	3	3.50
College Total	67	14	217.50
COLLEGE OF EDUCATION			
Curriculum and Instruction	26	10	57.50
Educational Administration/Counseling	11	6	67.00
Educational Psychology	21	2	18.00
Student Field Experience	16	3	65.00
Price Lab School	63	3	42.00
School of Health, Physical Ed., & Leisure	35	6	73.00
Special Education	10	5	35.00
Other**	17	0	0.00
College Total	199	35	357.50
COLLEGE OF HUMANITIES & FINE ARTS			
Art	15	11	6.00
Communication Studies	31	6	22.00
Communicative Disorders	7	1	30.00
English Language and Literature	27	2	9.00
Modern Languages	18	2	21.00
Philosophy and Religion	11	2	5.00
School of Music	38	7	38.00
Theatre	9	4	28.00
Other**	3	0	0.00
College Total	159	35	159.00

TABLE 10
FACULTY CONSULTING ACTIVITIES REPORT FOR 1998-1999
UNIVERSITY OF NORTHERN IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF NATURAL SCIENCES			
Biology	29	1	3.00
Chemistry	14	3	26.00
Computer Science	7	0	0.00
Earth Science	9	2	24.00
Industrial Technology	16	0	0.00
Mathematics	21	4	33.00
Physics	7	2	1.50
Other**	6	0	0.00
College Total	109	12	87.50
COLLEGE OF SOC. & BEHAVIORAL SCI.			
Design, Family, and Consumer Science	10	0	0.00
Geography	10	1	2.00
History	23	7	2.50
Political Science	12	0	0.00
Psychology	14	5	75.00
Social Work	9	1	29.00
Sociology and Anthropology	18	5	40.00
Other**	5	0	0.00
College Total	101	19	148.50
LIBRARY	13	4	10.00
INFORMATION TECHNOLOGY SERVICES	2	0	0.00
OTHER**	6	0	0.00
UNIVERSITY TOTAL	656	119	980.00

*From December 1998 Tenure Report. The number includes all full-time faculty appointments - tenured, tenure-track, and faculty not on tenure track (adjunct, clinical, etc.).

**Center directors and associate deans.

TABLE 11
FACULTY CONSULTING ACTIVITIES REPORT FOR 1999-2000
UNIVERSITY OF NORTHERN IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF BUS. ADMINISTRATION			
Accounting	12	4	150.00
Economics - Ag	14	4	10.00
Finance	8	2	28.00
Management	22	2	25.00
Marketing	7	2	11.00
College Total	63	14	224.00
COLLEGE OF EDUCATION			
Curriculum and Instruction	30	13	77.50
Educational Administration/Counseling	11	7	79.00
Educational Psychology	21	4	23.00
Student Field Experience	19	3	6.00
Price Lab School	64	5	76.00
School of Health, Physical Ed., & Leisure	33	8	93.00
Special Education	12	5	33.00
Other**	17	0	0.00
College Total	207	45	387.50
COLLEGE OF HUMANITIES & FINE ARTS			
Art	18	11	6.00
Communication Studies	29	7	20.00
Communicative Disorders	8	1	30.00
English Language and Literature	27	2	9.00
Modern Languages	18	2	24.00
Philosophy and Religion	12	3	10.00
School of Music	34	13	85.00
Theatre	10	3	54.00
Other**	5	0	0.00
College Total	161	42	238.00

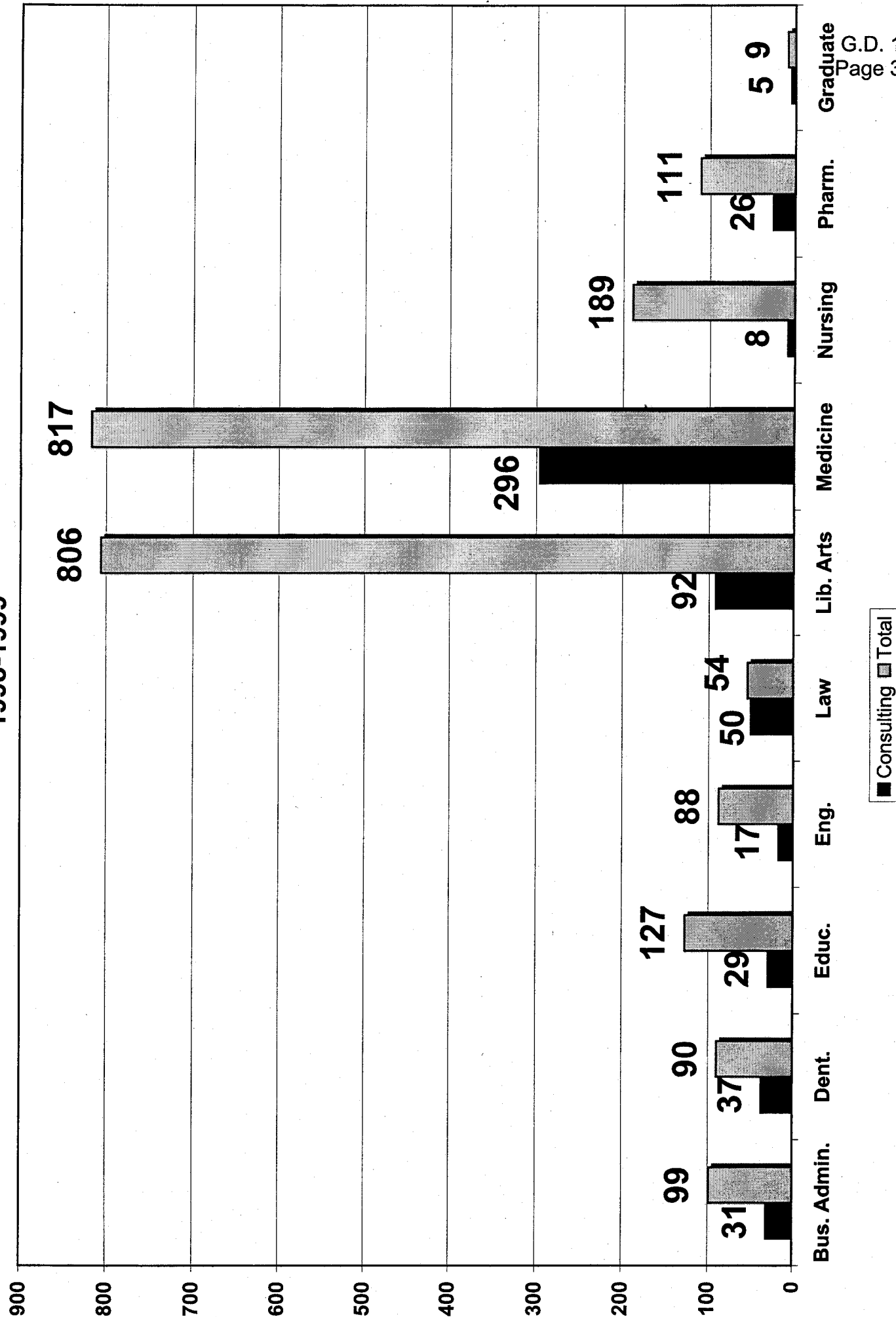
TABLE 11
FACULTY CONSULTING ACTIVITIES REPORT FOR 1999-2000
UNIVERSITY OF NORTHERN IOWA

	# FULL-TIME FACULTY	# FULL-TIME FACULTY REPORTING CONSULTING	TOTAL DAYS SPENT CONSULTING
COLLEGE OF NATURAL SCIENCES			
Biology	27	0	0.00
Chemistry	15	2	20.00
Computer Science	9	0	0.00
Earth Science	9	2	19.00
Industrial Technology	16	0	0.00
Mathematics	25	4	27.75
Physics	8	0	0.00
Other**	3	0	0.00
College Total	112	8	66.75
COLLEGE OF SOC. & BEHAVIORAL SCI.			
Design, Family, and Consumer Science	11	0	0.00
Geography	10	2	2.00
History	23	7	3.00
Political Science	12	0	0.00
Psychology	15	5	42.00
Social Work	13	3	33.00
Sociology, Anthropology, and Criminology	19	4	31.00
Other**	3	0	0.00
College Total	106	21	111.00
LIBRARY	15	2	1.00
INFORMATION TECHNOLOGY SERVICES	0	0	0.00
OTHER**	4	0	0.00
UNIVERSITY TOTAL	668	132	1,028.25

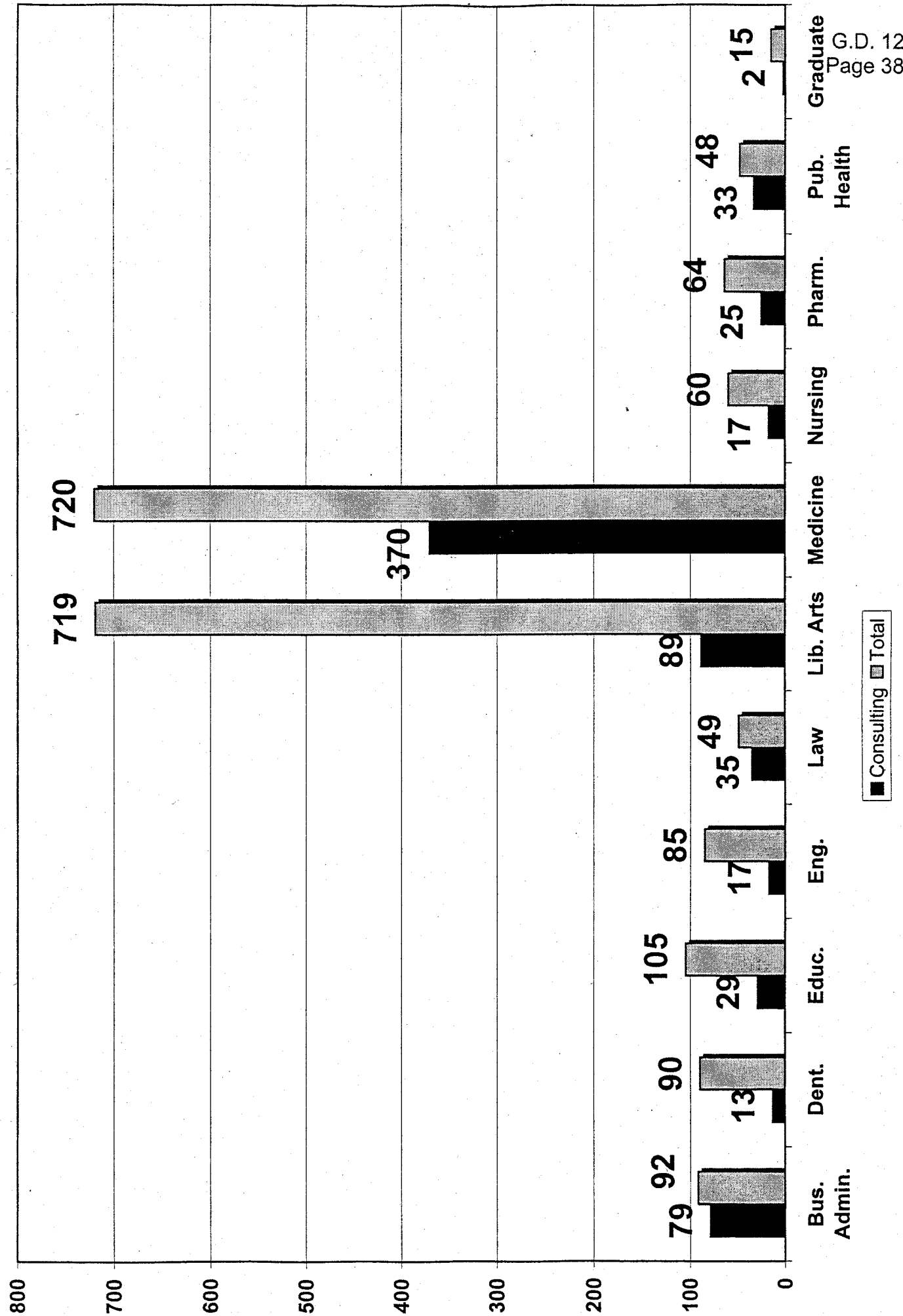
*From December 1999 Tenure Report. The number includes all full-time faculty appointments - tenured, tenure-track, and faculty not on tenure track (adjunct, clinical, etc.).

**Center directors and associate deans.

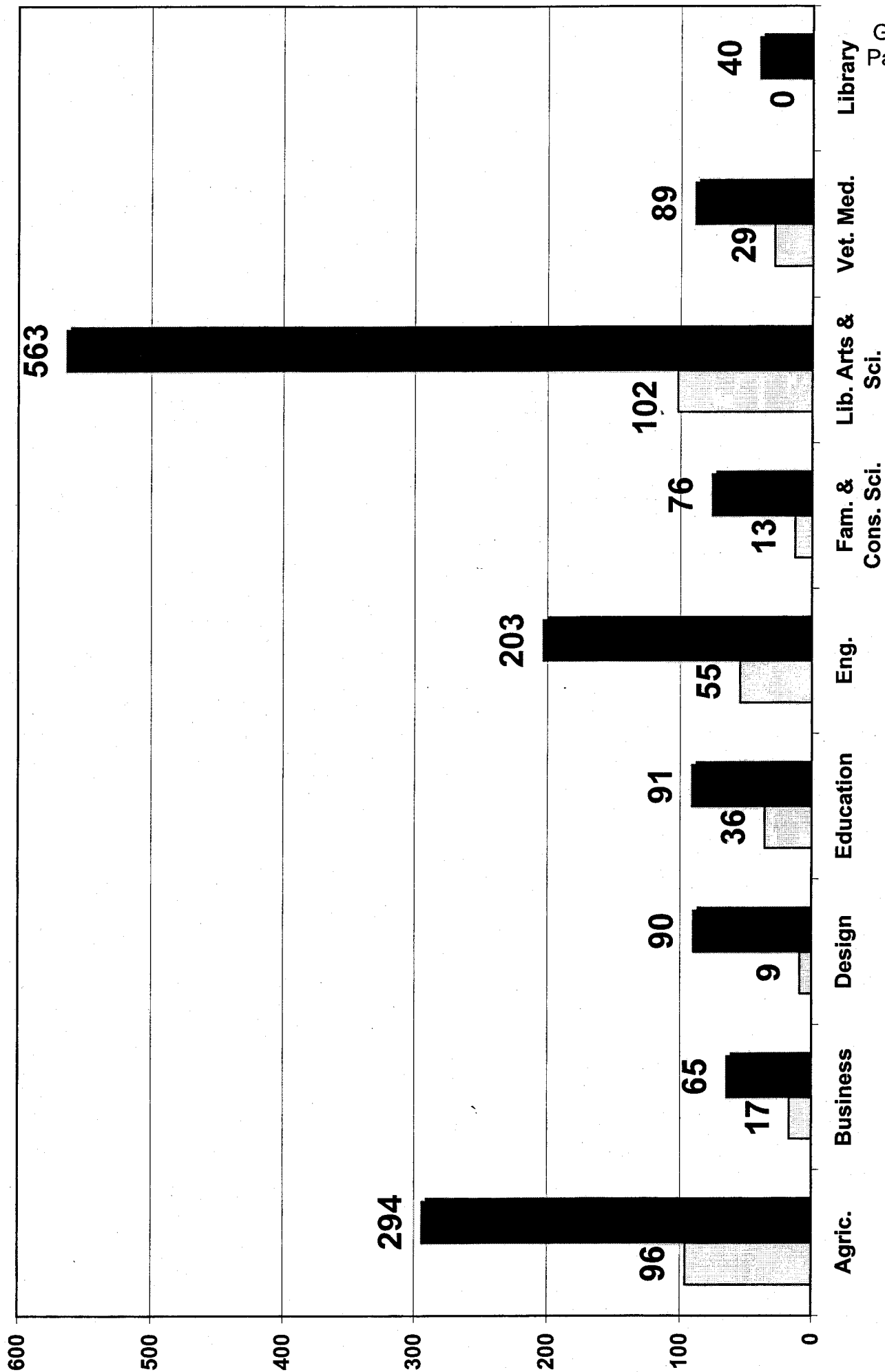
GRAPH 1 - FULL-TIME FACULTY WHO REPORTED CONSULTING AT SUI
1998-1999



GRAPH 2 - FULL-TIME FACULTY WHO REPORTED CONSULTING AT SUI
1999-2000

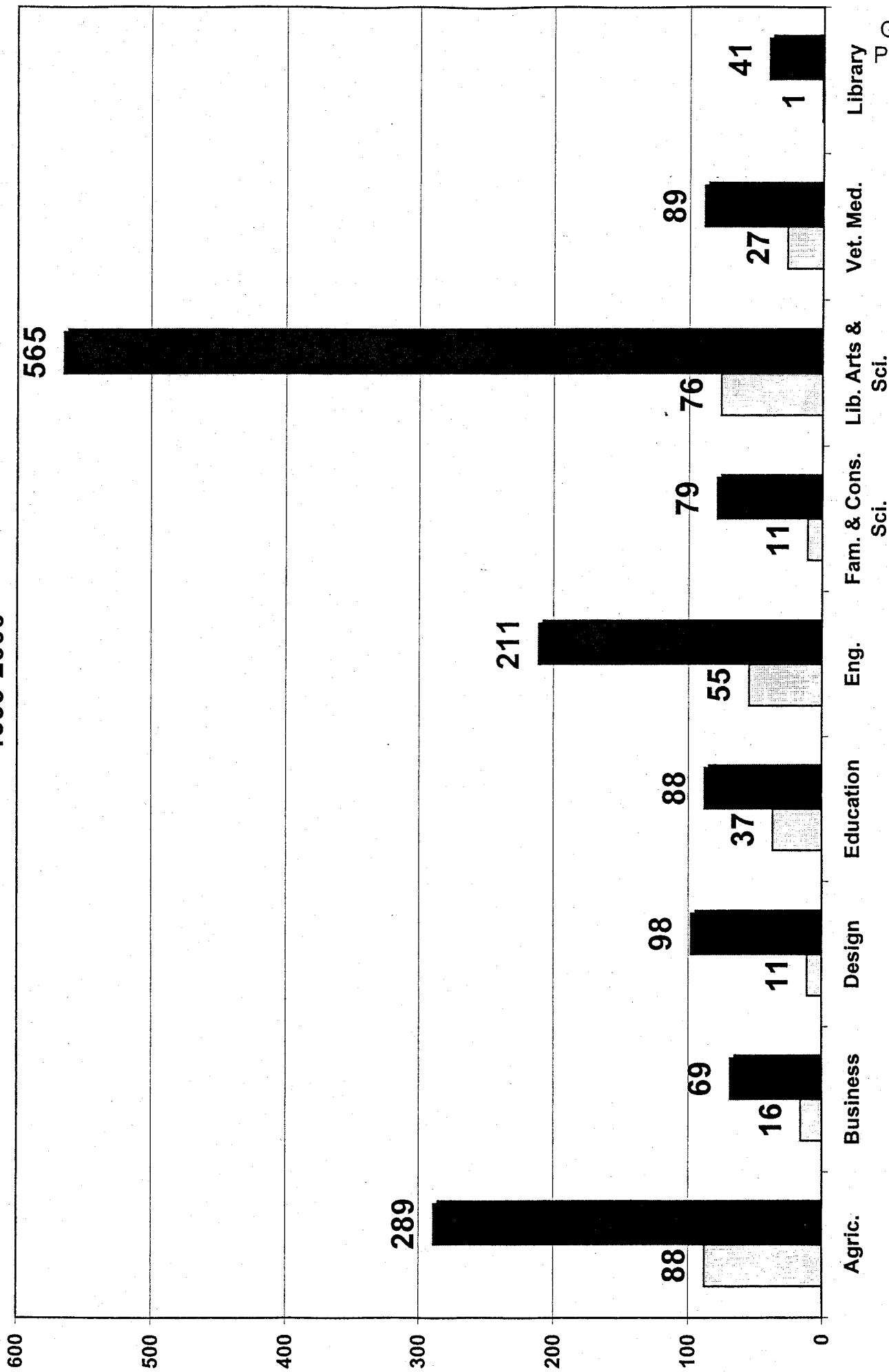


GRAPH 3 - FULL-TIME FACULTY WHO REPORTED CONSULTING AT ISU
1998-1999



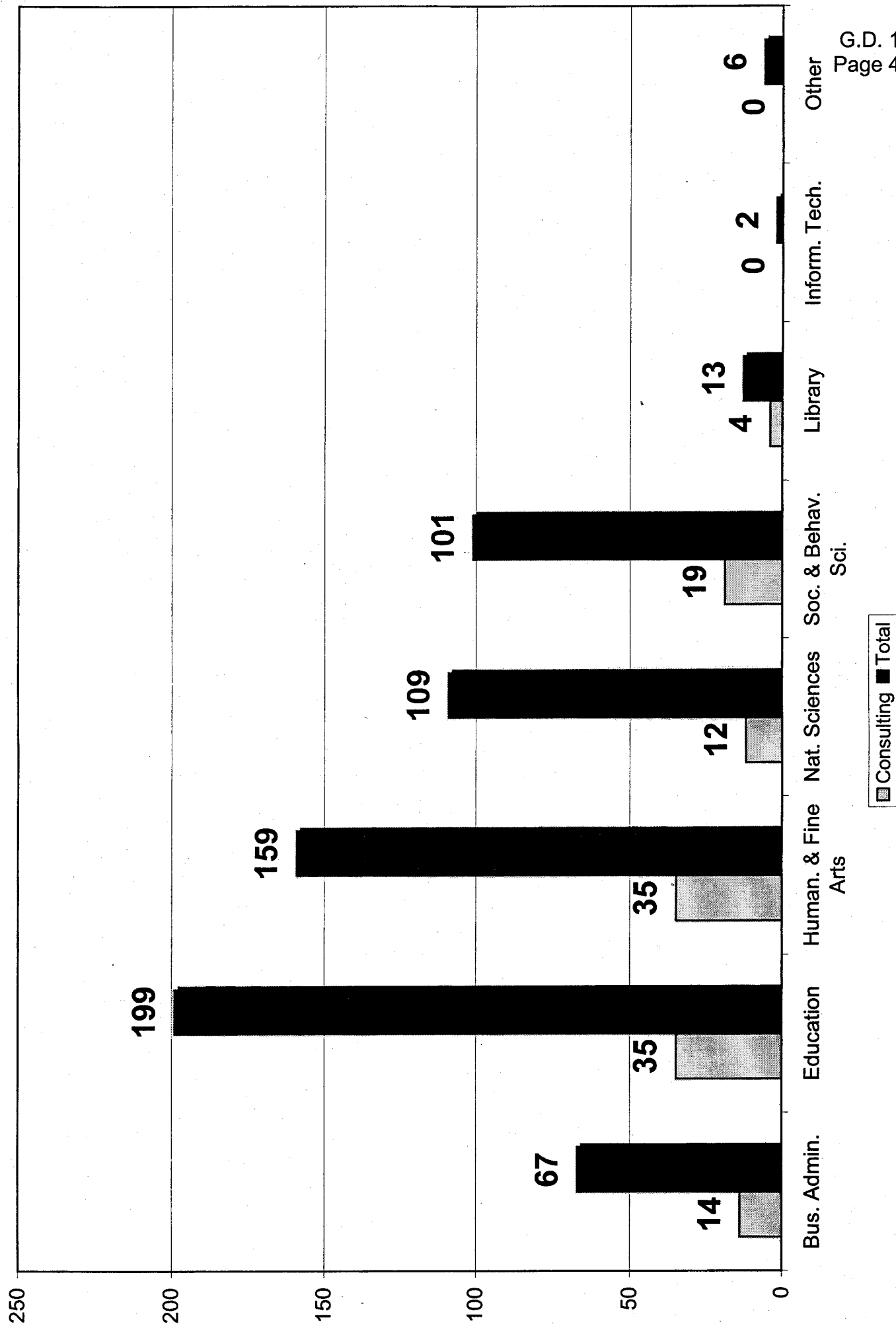
□ Consulting ■ Total

GRAPH 4 - FULL-TIME FACULTY WHO REPORTED CONSULTING AT ISU
1999-2000

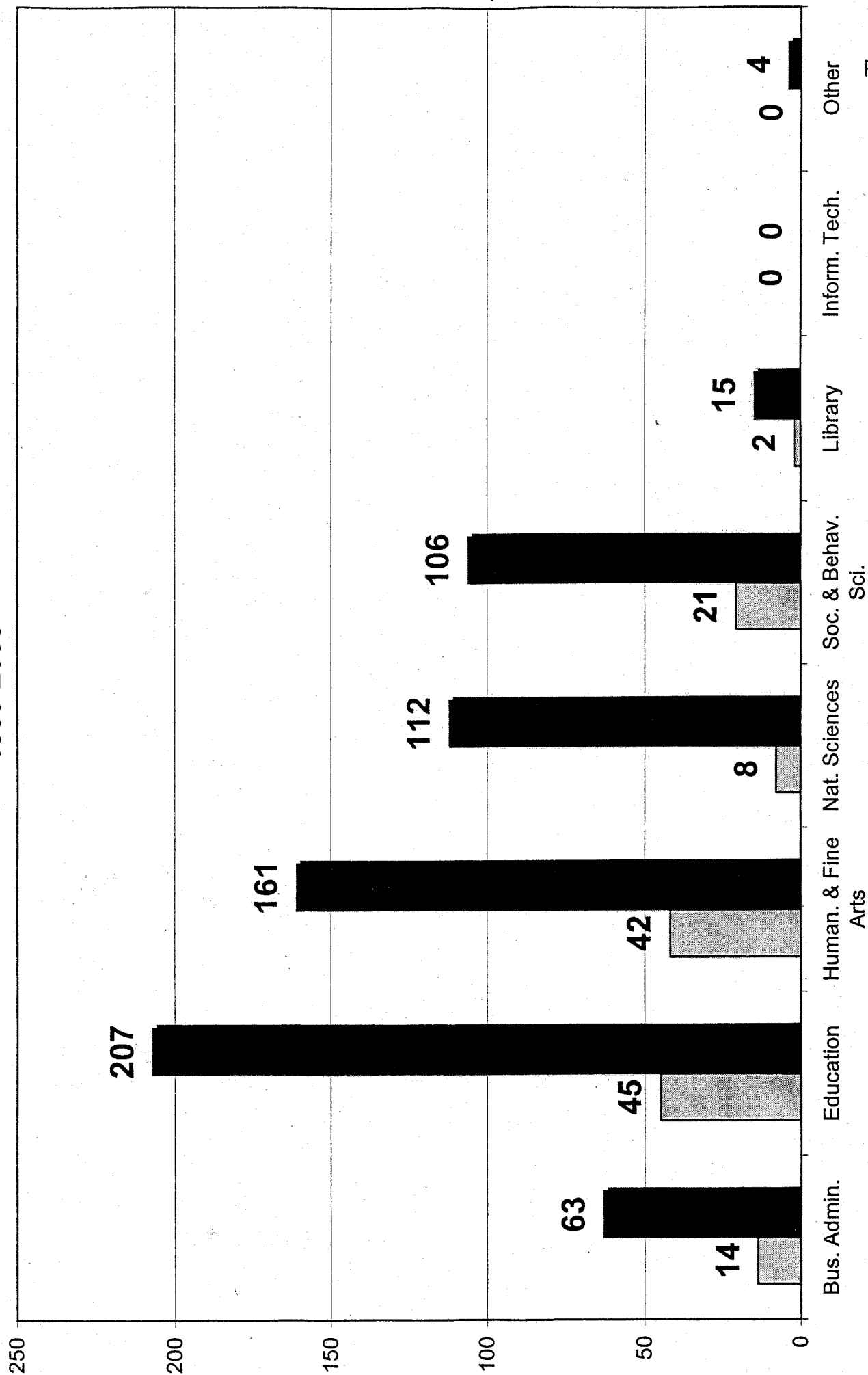


□ Consulting ■ Total

GRAPH 5 - FULL-TIME FACULTY WHO REPORTED CONSULTING AT UNI
1998-1999



**GRAPH 6 - FULL-TIME FACULTY WHO REPORTED CONSULTING AT UNI
1999-2000**



■ Consulting ■ Total